



The U.S. Army Intelligence Center of Excellence Commanding General's Reading List 2014



"In the pages of history lie many lessons that can help us better understand our profession...as a Soldier, as a leader...as an American. Our education as a Soldier lies on several pillars; what we learn in the Institutional Army, the Operational Army, and perhaps most importantly, our own personal self-development. ADRP 6-22 states, 'Lifelong learning involves study and reflection to acquire new knowledge and to learn how to apply it when needed'. I chose books in this selection to expand the reader's understanding of the conflicts and challenges faced by leaders throughout history. Enjoy! "

Major General Robert P. Ashley,
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About the Commanding General's Reading List

The overarching purpose of this list is to gain understanding through the reading of foundational texts. There are many books and essays on military history, leadership, and world events that are worth reading. This list distinguishes, for Military Intelligence Professionals, a fine selection of reading material from a larger body of literature. The list is divided into three sections: Professional Development, History & Heritage, and Global Analysis. Each section encourages the reader to take a critical look at the lessons of the past, at the changing world around them, and within themselves in order to learn and grow as an Army Professional.

High Priority Picks

A two-star icon indicates high priority reading selection by MG Robert P. Ashley, Commanding General of USAICoE.



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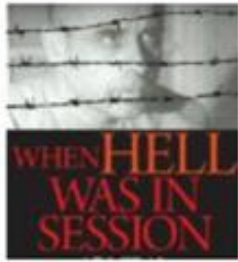
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Professional Development



When Hell was in Session

Jeremiah Denton and Ed Brandt//WND: 2007

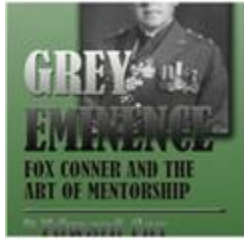
On July 18, 1965, Admiral Jeremiah Denton of the U.S. Navy was shot down during a combat mission over North Vietnam. A prisoner of war for seven and a half years, Denton provided the first direct evidence of torture by the North Vietnamese, blinking in Morse code the word "torture" during a televised interview before and after which he was tortured. And while in prison, he acted as the senior officer and looked after the morale of his troops at great risk to himself, sustaining them through years of solitary confinement, beatings, starvation and terror. We live by a code of honor: If detained, our charge is to return with honor. The perseverance of Admiral Denton is a study in character and strength for all to reflect upon as you prepare yourself and your Soldiers for war.



Patton: A Genius for War

Carlo D'Este // Harper Perennial: 1996

Perhaps the most renowned and controversial American general of the 20th century, George Patton (1885-1945) remains a subject of intense interest. In the book *Patton: A Genius for War*, author Carlo D'Este provides new information from family archives and other sources about Patton's ancestry, childhood and pre-WWII military career. This includes his student years at West Point, his experience as a tank officer in WWI and various interwar staff assignments. The book emphasizes Patton's lifelong study and preparation for war and his conviction that God not only chose him specifically to lead an army, but also stood ready to intervene to assure him battlefield victories. D'Este has much to say about Patton's impulsiveness, impatience, and tactlessness, showing how these qualities often got him in trouble with the public, as well as with his superiors. The account of Patton's campaigns from North Africa through Sicily, Normandy and the Ardennes enables the reader to understand why the general is regarded as one of the great military leaders. However, there are distinct qualities in Patton not to be emulated – and worth the reader's critical thinking about whether Patton's superiors should have removed him from command.



Grey Eminence: Fox Conner and the Art of Mentorship

Edward L. Cox // New Forums Press: 2011

To those who have heard of him, Fox Conner's name is synonymous with mentorship. He is the "grey eminence" within the Army whose influence helped to shape the careers of George Patton, George Marshall, and, most notably, President Eisenhower. What little is known about Conner comes primarily through stories about his relationship with Eisenhower, but little is known about Fox Conner himself. After a career that spanned four decades, this master strategist ordered all of his papers and journals burned. Because of this, most of what is known about Conner is oblique, as a passing reference in the memoirs of other great men. This book combines existing scholarship with long-forgotten references and unpublished original sources to achieve a more comprehensive picture of this dedicated public servant. The portrait that emerges provides a four-step model for developing strategic leaders that still holds true today. First and foremost, Conner was a master of his craft. Secondly, he recognized and recruited talented subordinates. Then he encouraged and challenged these protégés to develop their strengths and overcome their weaknesses. Finally he wasn't afraid to break the rules of the organization to do it. Connor's role as a mentor highlights the critical role senior leaders play in talent management and in steering junior leaders toward broadening experiences. There is no better example of how a senior leader helped shape the Army for the next generation of leaders. As we ask the question how to we enhance the human dimension through broadening and talent management – you will find no better example than how Fox Connor accelerated the education of Marshall, Eisenhower, and Patton.



War

Sebastian Junger // Twelve: 2010

The idea was to put Americans on the ground to intercept Taliban fighters who were passing through to fight in other parts of the country. Over fifteen months, Sebastian Junger followed a single platoon, part of the 173rd Airborne Brigade, based at one of the most remote and hostile outposts in Afghanistan, the Korangal Valley in Kunar Province. At no time does Junger attempt to explain the strategy behind the American war in Afghanistan. Instead, he gives insight into the truths of combat: the fear, the honor, and the trust among men. He describes things that few civilians will ever witness or go through: the endless, body-numbing anticipation of battle; the unquestioned and automatic risks soldiers take in combat situations to protect their brothers; the adrenaline-fueled confusion of being ambushed. Junger shows what it means to fight, to serve, and to face down mortal danger on a constant basis. He draws on biology, psychology, and military history to explain the decisions they make, and to put their ordeals

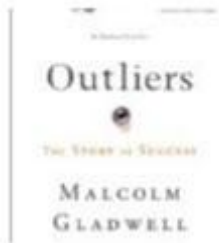
in context. It is worthy for the reader to examine the conduct and interpersonal relationships among the company Soldiers portrayed in the book.



The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations

Ori Braufman and Rod A. Beckstrom // Penguin: 2006

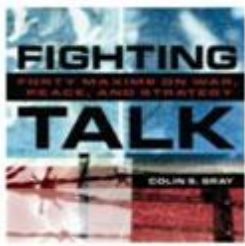
What's the hidden power behind the success of Wikipedia, Craigslist, and Skype? What do eBay and General Electric have in common with the abolitionist and women's rights movements? What fundamental choice put General Motors and Toyota on vastly different paths? If you cut off a spider's head, it dies; if you cut off a starfish's leg it grows a new one, and that leg can grow into an entirely new starfish. Traditional top-down organizations are like spiders, but now starfish organizations are changing the face of business and the world. Ori Braufman and Rod Beckstrom have discovered some unexpected answers, gripping stories, and a tapestry of unlikely connections. The Starfish and the Spider explores what happens when starfish take on spiders and reveals how established companies and institutions, from IBM to Intuit to the U.S. government, are also learning how to incorporate starfish principles to achieve success. For both the Millennial Generation and the Baby Boomers, this is a great read. It stimulates and expands thoughts about mission command; the ability to exercise disciplined initiative; and empowerment of those you lead in a hybrid organization.



Outliers: The Story of Success

Malcolm Gladwell // Little, Brown and Company: 2008

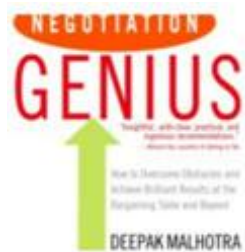
Malcolm Gladwell, author and journalist, takes us on an intellectual journey through the world of "outliers"--the best and the brightest, the most famous and the most successful. He asks the question: what makes high-achievers different? His answer is that we pay too much attention to what successful people are like, and too little attention to where they are from: that is, their culture, their family, their generation, and the idiosyncratic experiences of their upbringing. We learn that society's rules play a large role in who makes it and who does not. Success is a gift, and when opportunities are presented, some people have the strength and presence of mind to seize them, exhibiting qualities such as persistence and doggedness. Successful people are the products of history and community, of opportunity and legacy, and success ultimately is not exceptional or unattainable, nor does it depend upon innate ability. It is an attitude of willingness to try without regard for the sacrifice required. While unlikely to appear on anyone's list of how to raise your kids, Gladwell's work provides tremendous insight on how engaged parents lead and nurture their children toward success.



Fighting Talk: Forty Maxims on War, Peace, and Strategy

Colin S. Gray // Potomac: 2009

Through forty maxims developed by Colin Gray, this book offers advice on how we can best cope with the perils that lurk for us in future strategic history. *Fighting Talk* presents an inventive treatise on the nature of strategy, war, and peace, organized around forty maxims. This collection of mini-essays will forearm politicians, soldiers, and the attentive general public against many—probably most—fallacies that abound in contemporary debates about war, peace, and security. While one can never guarantee strategic success, which depends on policy, military prowess, and the quality of the dialogue between the two, a strategic education led by the judgments in these maxims increases the chances that one's errors will be small rather than catastrophic. While the character of war changes with new forms of technology, captured in Gray's maxims are enduring truths about the nature of war. These must be studied and understood by students of war in order for them to comprehend the relationship between the pillars of national power.



Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond

Deepak Malhotra and Max H. Bazerman // Bantam: 2007

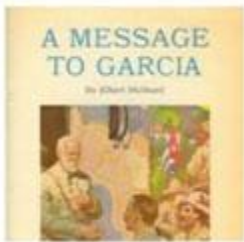
Everyday we operate in the Human Domain...and negotiations are fundamental to what we do and will only grow in importance in a JIIM environment. Understanding negotiation strategies allows you to build your own game plan for any situation. From two leaders in executive education at Harvard Business School, here are the mental habits and proven strategies you need to achieve outstanding results in any negotiation. Whether you've "seen it all" or are just starting out, *Negotiation Genius* will dramatically improve your negotiating skills and confidence. Drawing on decades of behavioral research plus the experience of thousands of business clients, the authors take the mystery out of preparing for and executing negotiations—whether they involve multimillion-dollar deals or improving your next salary offer. What sets negotiation geniuses apart? They are the men and women who know how to: Identify negotiation opportunities where others see no room for discussion, discover the truth even when the other side wants to conceal it, negotiate successfully from a position of weakness, recognize when the best move is to walk away and much more. The book gives you detailed strategies that work in the real world even when the other side is hostile, unethical, or more powerful. You will begin to build your own reputation as a negotiation genius.



Collaborative Intelligence: Using Teams to Solve Hard Problems

J. Richard Hackman // Berrett-Koehler Publishers: 2011

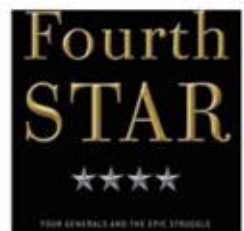
Intelligence professionals are commonly viewed as solo operators. But these days intelligence work is mostly about collaboration. Interdisciplinary and even inter-organizational teams are necessary to solve the really hard problems intelligence professionals face. Tragically, these teams often devolve into wheel-spinning, contentious assemblies that get nothing done. Or members may disengage from a team if they find its work frustrating, trivial, or a waste of their time. Even teams with a spirit of camaraderie may take actions that are flat-out wrong. But there is also good news. This book draws on recent research findings as well as Harvard Professor Richard Hackman's own experience as an intelligence community researcher and advisor to show how leaders can create an environment where teamwork flourishes. Hackman identifies six enabling conditions – such as establishing clear norms of conduct and providing well-timed team coaching – that increase the likelihood that teams will be effective for intelligence, defense, crisis management, and law enforcement professionals.



A Message to Garcia

Elbert Hubbard // Empire Books: 2012

This inspirational essay was written in 1899 and is loosely based on an actual event in the Spanish-American War. The essay praises Lieutenant Andrew Rowan for his perseverance and obedience. The lieutenant was charged with delivering an important message to a Cuban general, and did not abandon his mission in the face of many obstacles. "To take a message to Garcia" was for years a popular American slang expression for taking initiative and is still used by many military leaders as a model of exemplary work ethic.

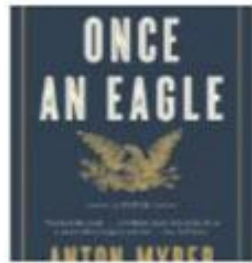


The Fourth Star: Four Generals and the Epic Struggle for the Future of the United States Army

Greg Jaffe and David Cloud // Crown: 2009

They were four exceptional soldiers, a new generation asked to save an army that had been hollowed out after Vietnam. They survived the military's brutal winnowing to reach its top echelon. They became the Army's most influential generals in the crucible of Iraq. Greg Jaffe and David Cloud, both Pentagon correspondents, provide us with an eye-opening portrait of today's Army and the four men who have

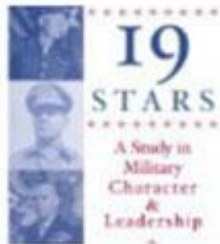
done more than any of their generation to shape it. Follow Generals John Abizad, George Casey Jr., Peter Chiarelli, and David Petraeus far beyond today's battlefields, and ultimately discover a fascinating irony: In an institution that prizes obedience, the most effective warriors are often those who dare to question the prevailing orthodoxy and in doing so redefine the American way of war.



Once An Eagle

Anton Myrer // Harper: 2000

First published in 1968 at the height of the conflict in Vietnam, *Once An Eagle* captured the imagination and heart of a war-torn nation. *Once An Eagle* has become a touchstone for the military professionals who devise and carry out our nation's defense. Begun amid the carnage of the Argonne, the conflict between Sam Damon and his adversary Courtney Massengale solidifies in the isolated garrison life between the wars, intensifies in the verdant and deadly Pacific jungles of World War II, and reaches its treacherous conclusion in the last major battleground of the Cold War-Vietnam. A sweeping chronicle of American warfare in the twentieth century, this gripping story portrays the often overlooked and cruel difficulties of life in peacetime. *Once An Eagle* is more than a novel of battle; it is a study in character and the values we continue to cherish: courage, nobility, honesty, and selflessness. Powerful and unforgettable, it is ultimately the epic story of a man who serves as an inspiration not just for soldiers, but for us all.



Nineteen Stars: A Study in Military Character and Leadership

Edgar Puryear// Presidio Press: 2003

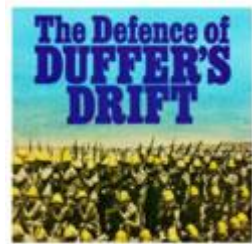
Nineteen Stars is an in-depth study of American military leadership and character. Puryear makes a comparative study of the careers of four of the most successful US WWII generals: Marshall, MacArthur, Eisenhower and Patton. By examining these men from their cadet years at West Point to the conclusion of WWII, he determines why these men became our top commanders and attempts to answer the question- is there a pattern of successful military leadership and is this pattern available to all officers or must one be born to command? A continuing model of character and leadership is revealed here in the careers of the quietly confident Marshall, the military genius of MacArthur, the beloved Eisenhower, and the go-for-broke Patton. In *Nineteen Stars* you see an incredible divergence in personalities and leadership traits to be admired, and in some cases borderline toxic leadership traits to clearly avoid. Some are born to lead. For others, leadership traits must be studied and learned. These mini-biographies on four key leaders provide both junior and senior leaders with some best practices to contemplate.



The GAMe: Unraveling a Military Sex Scandal

Robert D. Shadley // Beaver's Pond Press: 2013

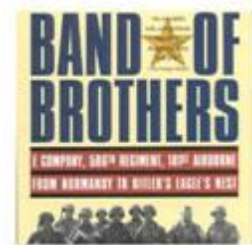
Aberdeen Proving Ground, Maryland, 1996: The U.S. Army's most extensive sexual abuse scandal on record is uncovered by Major General Robert Shadley. Known as GAM, or Game ala Military, an entire network of senior male instructors is in competition to sexually assault and exploit the young female trainees in their charge. Immersed in a battle unlike anything he d been trained to fight, Shadley must unravel the game, bring the players to justice, and get help for a record number of victims. Now retired, General Shadley continues to advocate for the estimated 19,000 military service members who are sexually assaulted each year. In this gripping story, he sheds light on a problem that s still sadly far from being solved, and provides lessons in real leadership through crisis.



The Defence of Duffer's Drift: A Lesson in the Fundamentals of Small Unit Tactics

E.D. Swinton // Paladim Press: 2008

In the 100 years since *The Defence of Duffers Drift* was first published in Great Britain, the face of modern warfare has changed dramatically. But what have not changed very much are the concepts of small unit tactics: Ground is held, buildings are searched, and individual enemy combatants are killed or captured by men with rifles. And those men are led by NCOs and junior officers. *The Defence of Duffers Drift* is a fictional account of a young, inexperienced British officer, who is tasked with holding a river crossing with 50 troops against a larger enemy force. His initial failures and eventual victory serve as an entertaining and instructive vehicle to convey the principles of small unit tactics. History and Heritage



Band of Brothers: E Company, 506th Regiment, 101st Airborne from Normandy to Hitler's Eagle's Nest

Steven E. Ambrose // Simon & Schuster: 2007

Band of Brothers portrays in vivid detail the adventures, misadventures, triumphs and tragedies of a single U.S. Army infantry company over its span of organizational life. Formed in July 1944 and deactivated in November 1945, E Company was one of the most successful light infantry units in the European theater. Its troops saw their first action on D-Day behind the Normandy beachhead, took part in Operation Market Garden in Holland, held the perimeter around Bastogne during the Battle of the Bulge, and were the first to reach Hitler's Bavarian outpost at Berchtesgaden. Steven Ambrose captures many of the representative moments in a WW II soldier's career: the fear that,

under some of the most intense shelling of the war, one may be approaching a breaking point; the suffering of freezing overnight in a foxhole while going hungry and without a bath in days; the elation of survival and success; disgust with commanders either inept or arbitrary; and a sense of brotherhood like that felt with nobody else in life. As you follow Easy Company from their training in Georgia to Hitler's Eagle's Nest you are introduced to tremendous lessons in leadership and the enduring truth that war is not glorious, but a tragic endeavor. In the persona of Dick Winters you find the best in all of us. His leadership is the definition of commitment, competence, and above all, unassailable character that inspires men.



G-2: Intelligence for Patton

Oscar Koch and Robert G. Hays // Schiffer: 1999

The enigmatic science of military intelligence is examined in this personal record, written by Brigadier General Oscar W. Koch, who served during World War II as chief of intelligence for General George S. Patton, Jr., one of the most colorful military leaders in American history. General Koch traces the growth and development of the infant science through detailed accounts of the intelligence role in some of the most celebrated battles of the war, and through his personal remembrances of Patton and his relationships with members of his intelligence staff. His story moves from the African campaign through Sicily, into France on D-Day and on to the Battle of the Bulge, pointing out how the work of the intelligence staff made the differences in the final reckoning. General Koch's book is more than a historical study, however. It is the exciting story of the operations behind the cloak and dagger illusions. Most importantly it portrays the importance of building trust between a maneuver commander and his senior intelligence officer.



Washington's Spies: The Story of America's First Spy Ring

Alexander Rose // Bantam: 2006

In the summer of 1778, with the war poised to turn in his favor, General George Washington desperately needed to know where the British would strike next. To that end, he unleashed his secret weapon: an unlikely ring of spies in New York charged with discovering the enemy's battle plans and military strategy. The men he mentored were dubbed the Culper Ring. The British secret service tried to hunt them down, but they escaped thanks to their ciphers, dead drops, and invisible ink. Rose's research tells of the murderous intelligence war, gunrunning and kidnapping, defectors and executioners that has never appeared in the history books. But *Washington's Spies* is also a spirited, touching account of friendship and trust, fear and betrayal, amid the dark and silent world of the spy. For the first time, Rose

takes us beyond the battlefield and deep into the shadowy underworld of double agents and triple crosses, covert operations and code breaking, and unmask the courageous, flawed men who inhabited this wilderness of mirrors—including the spymaster at the heart of it all.



Stealing Secrets: How a Few Daring Women Deceived Generals, Impacted Battles, and Altered the Course of the Civil War

H. Donal Winkler // Cumberland House: 2010

Clandestine missions. Clever, devious, daring. Passionately committed to a cause. Told with personality and pizzazz, author H. Donald Winkler uses primary Civil War sources such as memoirs, journals, letters, and newspaper articles, plus the latest in scholarly research, to make the daring adventures of 36 women's incredible stories come alive. As stated on the grave marker of Union spy Elizabeth Van Lew: "She risked everything that is dear to man-friends, fortune, comfort, health, life itself." During America's most divisive war, both the Union and Confederacy took advantage of brave and courageous women willing to adventurously support their causes. These female spies of the Civil War participated in the world's second-oldest profession-spying-a profession perilous in the extreme. The tales of female spies are filled with suspense, bravery, treachery, and trickery. They took enormous risks and achieved remarkable results-often in ways men could not do.



Crazy Horse and Custer: The Parallel Lives of Two American Warriors

Steven E. Ambrose // Doubleday: 1975

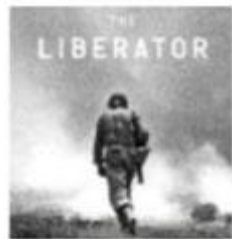
On the morning of June 25, 1876, 611 men of the United States 7th Cavalry rode toward the banks of the Little Bighorn in the Montana Territory, where 3,000 Sioux stood waiting for battle. The lives of two great warriors would soon be forever linked throughout history: Crazy Horse, leader of the Oglala Sioux, and General George Armstrong Custer. Both were men of aggression and supreme courage. Both became leaders in their societies at very early ages; both were stripped of power, in disgrace, and worked to earn back the respect of their people. And to both of them, the unspoiled grandeur of the Great Plains of North America was an irresistible challenge. Their parallel lives would pave the way for an inevitable clash between two nations fighting for possession of the open prairie. Lovingly told and well written by Military historian Steven Ambrose, this book examines the connections between the Indian chief and the cavalry officer who fought at Little Bighorn.



This Kind of War: A Study of Unpreparedness: The Classic Korean War History

T.R. Fehrenbach // Potomac Books Inc.; 50th Anniversary edition: 2001

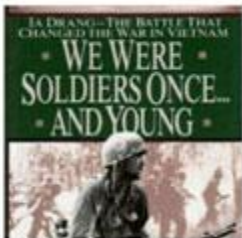
Updated with maps, photographs, and battlefield diagrams, this special fiftieth anniversary edition of the classic history of the Korean War is a dramatic and hard-hitting account of the conflict written from the perspective of those who fought it. *This Kind of War* has been studied by two generations of soldiers. T.R. Fehrenbach describes good decisions and bad ones with insight and expertise. But what he does best of all, and what is so memorable, is his eloquent, sometimes painful description of the GIs who must bear the burden of those decisions. Unlike any other work on the Korean War, it provides both a clear panoramic overview and a sharply drawn "you were there" account of American troops in fierce combat against the North Korean and Chinese communist invaders. As Americans and North Koreans continue to face each other across the 38th Parallel, *This Kind of War* commemorates the past and offers vital lessons for the future. Moreover, Fehrenbach drives home the importance of how, in times of peace, you must prepare for war.



The Liberator: One World War II Soldier's 500-Day Odyssey from the Beaches of Sicily to the Gates of Dachau

Alex Kershaw // Crown: 2012

Alex Kershaw's captivating wartime narrative hammers home the chaos and carnage of war, sparing no sensory detail to paint a cohesive picture of the European campaign of World War II. From July 10, 1943, the date of the Allied landing in Sicily, to May 8, 1945, when victory in Europe was declared – the entire time it took to liberate Europe – no regiment saw more action, and no single platoon, company, or battalion endured worse, than the ones commanded by Felix Sparks, who had entered the war as a greenhorn second lieutenant. Follow Sparks' story from the deserts of Arizona to the landing at Sicily, through Italy and France to the liberation of the notorious Dachau concentration camp. Sparks and his fellow Thunderbirds fought longest and hardest to defeat Hitler, often against his most fanatical troops, when the odds on the battlefield were even and the fortunes of the Allies hung in the balance – and when the difference between defeat and victory was a matter of character, not tactics or armor.

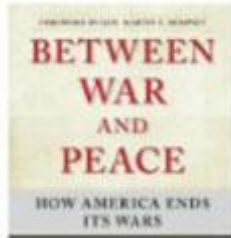


We Were Soldiers Once... and Young: Ia Drang- The Battle That Changed the War in Vietnam

Harold G. Moore and Joseph L. Galloway // Presidio Press: 2004

On Nov. 14, 1965, the 1st Battalion of the 7th Cavalry, commanded by Lt. Col. Hal Moore and accompanied by UPI reporter Joseph Galloway, were dropped by helicopter into Vietnam's remote Ia Drang Valley and found itself surrounded by 2,000 North Vietnamese fighters. In this gripping firsthand

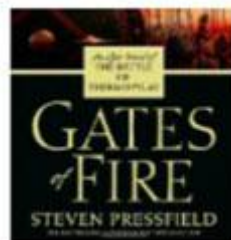
account of the first major battle fought by U.S. troops in Vietnam, the authors convincingly present Ia Drang as a prime example of a self-defeating U.S. strategy that emphasized wearing down a determined and skillful enemy on the battlefield. The result was an unacceptably high level of American losses for the results achieved. Much more than a conventional battle study, the book is a frank record of the emotional reactions of the GIs to the terror and horror of this violent and bloody encounter. Equally important is to understand Lt. Col Moore's leadership and how, through diligent preparation and study, he was able to see the battlefield and understand events before they completely unfolded.



Between War and Peace: How America Ends Its Wars

Matthew Moten // Free Press: 2011

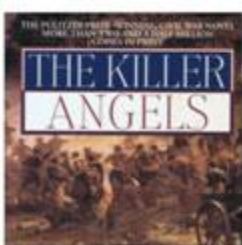
Not all wars end decisively. Indeed, the endings of most wars are messy, complicated, inconclusive, and deeply intriguing. As the United States attempts to extricate itself from two long and costly wars in Iraq and Afghanistan, nothing could be more relevant than a look back at the ways America has ended its major conflicts in the past. Edited and with an introduction by Col. Matthew Moten, a professor of history at West Point, *Between War and Peace* explores the endings of fourteen American wars, from the Revolution to the first Gulf War. Here, with incisive insight, narrative flourish, and strategic detail, some of America's leading historians examine the progress of America's wars: their initial aims—often quite different from their ends—their predominant strategies, their final campaigns, the painful journeys out of war, and the ramifications of the wars' ends for the nation's future.



Gates of Fire: An Epic Novel of Thermopylae

Steven Pressfield //Bantam Books: 1999

At Thermopylae, a rocky mountain pass in northern Greece, the feared and admired Spartan soldiers stood three hundred strong. Theirs was a suicide mission, to hold the pass against the invading millions of the mighty Persian army. The terrifying spectacle of this classical infantry battle becomes vividly clear in Steven Pressfield's epic novelization of the Greeks' magnificent last stand against the invading Persians. Rich with historical detail, hot action, and crafty storytelling, Pressfield's riveting story reveals the social and political framework of Spartan life—ending with the hysteria and brutality of the spear-thrusting, shield-bashing clamor that defined a Spartan's relationship with his family, community, country and fellow warriors. For any student of war and leadership, this novel tells the quintessential story of no matter how a leader unifies his men through his example of courage or how the sum of the parts are far greater than the individual, in the end there is no substitute for inspired leadership.



The Killer Angels: The Classic Novel of the Civil War

Michael Shaara // Modern Library: 2004 Modern Library Ed edition: 2004

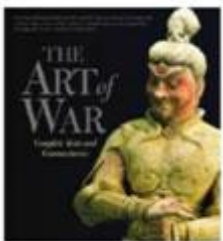
In a quiet, deliberate, understated fashion, Michael Shaara paints a picture of the military leaders at the Battle of Gettysburg. The events immediately before and during the battle are seen through the eyes of Confederate Generals Lee, Longstreet, and Armistead and Federal General Buford, Colonel Joshua L. Chamberlain, and a host of others. The author's ability to convey the thoughts of men in war as well as their confusion—the so-called "fog of battle" is outstanding. In the four most bloody and courageous days of our nation's history, two armies fought for two conflicting dreams. Michael Shaara's Pulitzer Prize winning masterpiece is unique, sweeping, unforgettable dramatic story of the battleground for America's destiny. This novel is a must read for all who aspire to lead Soldiers. The examples and personalities as well as how they interact are timeless and underpin the old adage: It's not just about command relationships, but relationships between commanders.



With the Old Breed: At Peleliu and Okinawa

E.B. Sledge // Presidio Press: 1990

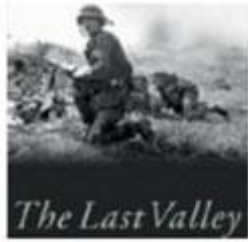
An Alabama boy steeped in American history and enamored of such heroes as George Washington and Daniel Boone, Eugene B. Sledge became part of World War II's famous 1st Marine Division—3rd Battalion, 5th Marines. Even after intense training, he was shocked to be thrown into the battle of Peleliu, where "the world was a nightmare of flashes, explosions, and snapping bullets." By the time Sledge hit the hell of Okinawa, he was a combat vet, still filled with fear but no longer with panic. Based on notes Sledge secretly kept in a copy of the New Testament, *With the Old Breed* captures with utter simplicity and searing honesty the experience of a soldier in the fierce Pacific Theater. Here is what saved, threatened, and changed his life. Here, too, is the story of how he learned to hate and kill—and came to love—his fellow man.



The Art of War

Sun Tzu, translated by Thomas Cleary // Shambhala: 2005

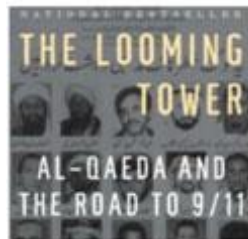
Written more than two thousand years ago, Sun Tzu's *The Art of War* is still perhaps the most prestigious and influential book of military strategy in the world today. As a study of the anatomy of organizations in conflict, it applies to competition and conflict in general, on every level from the interpersonal to the international. Its aim is invincibility, victory without battle, and unassailable strength through understanding of the physics, politics, and psychology of conflict. For all our MI leaders, the *Art of War* provides a basic understanding of warfare in a holistic and accessible fashion. Of importance is that Sun Tzu explains the complexities of warfare and political strategies with a common sense approach.



The Last Valley: Dien Bien Phu and the French Defeat in Vietnam

Martin Windrow // Da Capo Press: 2005

In this masterful account of the Battle of Dien Bien Phu of 1953-54, Martin Windrow dissects retrospective criticism of the French strategy at Dien Bien Phu. In December 1953 French paratroopers, who had been searching for the elusive Vietnamese army, were quickly isolated by them and forced to retreat into their out-gunned and desolate jungle base—a small place called Dien Bien Phu. Generals believed that establishing a ground base deep in Communist-controlled territory and supplying it by air would regain them the initiative against the Viet Minh insurgency. The Vietnamese besieged the French base for five long and desperate months. As the mobile battle envisaged by French planners degenerated into a wallow of World War I-style attrition, Windrow describes with brutal realism the carnage of the combat, which snuffed out tens of thousands of lives. Eventually, the demoralized and weakened French were utterly depleted and withdrew in defeat. The siege at Dien Bien Phu was a landmark battle of the last century—the first defeat of modern western forces by an Asian guerilla army.



The Looming Tower: Al-Qaeda and the Road to 9/11

Lawrence Wright// 2007

Lawrence Wright brings exhaustive research and delightful prose to one of the best books yet on the history of terrorism. The product of his efforts is more deeply researched and engagingly narrated than nearly all of the stack of books on Osama bin Laden and his cohorts published since the 9/11 attacks. The events are familiar: this account begins with theorist Sayid Qutb, covers the trajectories of bin Laden and Ayman al-Zawahiri, and culminates with Mohammed Atta and the collapsing Trade Center. But Wright's interview--fueled, character-driven approach captures both the complexity of individual actors--Qutb's alienation, for example, and bin Laden's struggle for legitimacy--as well as the fluid internal dynamics of the often covert terrorist organization. The tragic centerpiece of *The Looming Tower* is Wright's sensitive portrayal of John O'Neill, the deeply flawed working-class FBI gumshoe from New Jersey who may have been the only American to fully understand the al-Qaeda threat before 9/11.

Global Analysis



Out of the Mountains: The Coming Age of the Urban Guerrilla

David Kilcullen // Oxford University Press: 2013

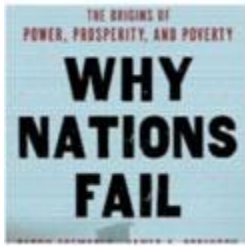
The face of global conflict is ever-changing. In *Out of the Mountains*, David Kilcullen, offers a groundbreaking look at what may happen after today's wars end. This is a book about future conflicts and future cities, and about the challenges and opportunities that are occurring across the planet. He argues that conflict is increasingly likely to occur in sprawling coastal cities, in peri-urban slum settlements that are enveloping many regions of the Middle East, Africa, Latin America and Asia, and in highly connected, electronically networked settings. He proposes that cities are the critical unit of analysis for future conflict and that resiliency will be the key objective, and suggests that there will be no military solution for many of the struggles we will face in the future. We will need to involve local people deeply to address problems that neither outsiders nor locals alone can solve, drawing on the insight only locals can bring, together with outsider knowledge from fields like urban planning, systems engineering, renewable energy, conflict resolution and mediation.



The Cleanest Race: How North Koreans See Themselves and Why It Matters

B.R. Myers // Melville House: 2011

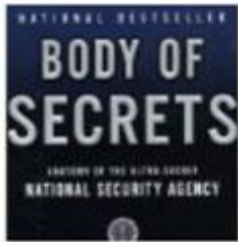
Understanding North Korea through its propaganda: A newly revised and updated edition that includes a consideration of Kim Jung Il's successor, Kim Jong-Un. For years, North Korea watchers who speak no Korean have been confidently telling the world what motivates Kim Jong-Il., but what do the North Koreans really believe? How do they see themselves and the world around them? Here B.R. Myers, a North Korea analyst presents the first full-length study of the North Korean worldview. Drawing on extensive research into the regime's domestic propaganda, including films, romance novels and other artifacts of the personality cult, Myers analyzes each of the country's official myths in turn—from the notion of Koreans' unique moral purity, to the myth of an America quaking in terror of "the Iron General." In a concise but groundbreaking historical section, Myers also traces the origins of this official culture back to the Japanese fascist thought in which North Korea's first ideologues were schooled. What emerges is a regime completely unlike the West's perception of it. The implications for US foreign policy—which has hitherto treated North Korea as the last outpost of the Cold War—are as obvious as they are troubling. A key aspect of the Army of Preparation is our understanding of cultural and developing regional expertise. For the last six decades the armistice on the peninsula has held. Yet, the divide between North and South appears no closer. Our ability to break away from a "Western" mindset and understand the motivation and perspective of our opponents only grows in importance, which makes this book even more relevant today.



Why Nations Fail: The Origins of Power, Prosperity, and Poverty

Daron Acemoglu and James Robinson // Crown Business: 2012

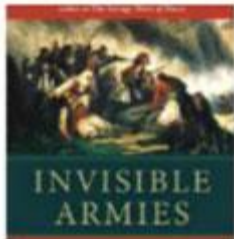
Brilliant and engagingly written, *Why Nations Fail* answers the question that has stumped the experts for centuries: Why are some nations rich and others poor, divided by wealth and poverty, health and sickness, food and famine? Daron Acemoglu and James Robinson conclusively show that it is man-made political and economic institutions that underlie economic success (or lack of it.) Based on fifteen years of original research Acemoglu and Robinson marshal extraordinary historical evidence from the Roman Empire, the Mayan city-states, medieval Venice, the Soviet Union, Latin America, England, Europe, the United States, and Africa to build a new theory of political economy with great relevance for the big questions of today.



Body of Secrets: Anatomy of the Ultra-Secret National Security Agency

James Bamford // Anchor: 2002

Everybody knows about the CIA--the cloak-and-dagger branch of the U.S. government. Fewer are familiar with the National Security Agency, even though it has been more important to American espionage in recent years than its better-known counterpart. The NSA is responsible for much of the intelligence gathering done via technology such as satellites and the Internet. Its home office in Maryland "contains what is probably the largest body of secrets ever created." In *Body of Secrets*, James Bamford throws much more light on this subject. He takes the reader from the beginnings of NSA during the early cold war, through its roles in such watershed events as the Cuban Missile Crisis and the Vietnam War, to the amazingly sophisticated developments in information technology taking place within the NSA today.

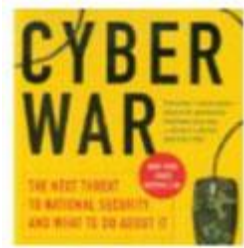


Invisible Armies: An Epic History of Guerrilla Warfare from Ancient times to the Present

Max Boot // Liveright: 2013

Beginning with the first insurgencies in the ancient world—when Alexander the Great discovered that fleet nomads were harder to defeat than massive conventional armies—Max Boot, best-selling author and military advisor in Iraq and Afghanistan, masterfully guides us from the Jewish rebellion against the Roman Empire up through the horrors of the French-Indochina War and the shadowy, post-9/11 battlefields of today. Relying on a diverse cast of unforgettable characters—not only Mao and Che but

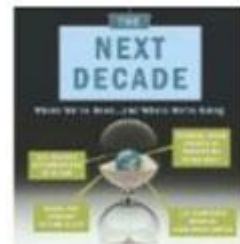
also the legendary Italian nationalist Giuseppe Garibaldi, the archaeologist-turned-military commander T. E. Lawrence, and the “Quiet American” Edward Lansdale, among others—Boot explodes everything we thought we knew about unconventional combat. The result is both an enthralling read and our most important work on nontraditional warfare. It is often said few lessons are truly learned, but many are relearned. Boot brings this point to the fore in this tremendous work on the history of guerilla warfare.



CyberWar: The Next Threat to National Security and What to Do about It

Richard A. Clark and Robert Knake // Ecco: 2012

International security experts—Richard Clarke from the nuclear generation and Robert Knake from the cyber generation—ponder the irony that although the U.S. pioneered the technology behind cyber warfare, outdated thinking, policies, and strategies make us vulnerable to losing any cyber contest with a hostile nation. CyberWar is a powerful book about technology, government, and military strategy; about criminals, spies, soldiers, and hackers. It explains clearly and convincingly what cyber war is, how cyber weapons work, and how vulnerable we are as a nation and as individuals to the vast and looming web of cyber criminals. This is the first book about the war of the future—cyber war—and a convincing argument that we may already be in peril of losing it.



The Next Decade: Empire and Republic in a Changing World

George Friedman// Doubleday: 2011

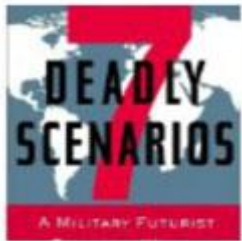
In the long view, history is seen as a series of events—but the course of those events is determined by individuals and their actions. During the next ten years, individual leaders will face significant transitions for their nations: the United States’ relationships with Iran and Israel will be undergoing changes, China will likely confront a major crisis, and the wars in the Islamic world will subside. Unexpected energy and technology developments will emerge, and labor shortages will begin to matter more than financial crises. Distinguished geopolitical forecaster George Friedman analyzes these events from the perspectives of the men and women leading these global changes, focusing in particular on the American president, who will require extraordinary skills to shepherd the United States through this transitional period. The Next Decade is a provocative and fascinating look at the conflicts and opportunities that lie ahead.



Counterinsurgency

David Kilcullen // Oxford University Press: 2010

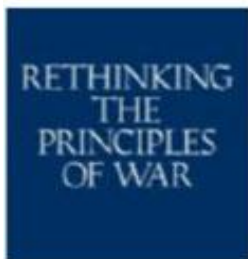
David Kilcullen is one of the world's most influential experts on counterinsurgency and modern warfare, a ground-breaking theorist whose ideas "are revolutionizing military thinking throughout the west" (Washington Post). Indeed, his vision of modern warfare powerfully influenced the United States' decision to rethink its military strategy in Iraq and implement "the Surge," now recognized as a dramatic success. In *Counterinsurgency*, Kilcullen brings together his most salient writings on this vitally important topic. Here is a picture of modern warfare by someone who has had his boots on the ground in some of today's worst trouble spots—including Iraq and Afghanistan—and who has been studying counterinsurgency since 1985. Filled with down-to-earth, common-sense insights, this book is the definitive account of counterinsurgency, indispensable for all those interested in making sense of our world in an age of terror.



7 Deadly Scenarios: A Military Futurist Explores War in the 21st Century

Andrew Krepinevich // Bantam: 2009

What if the worst that could happen actually happens? How would we respond? Are we ready? These are the questions that Andrew Krepinevich asks—and answers—in this timely and often chilling book, which describes the changing face of war in the twenty-first century and identifies seven deadly scenarios that threaten our security in the crucial years ahead. As president of the Center for Strategic and Budgetary Assessments and consultant to secretaries of defense, the CIA, the Homeland Security Council and the Joint Forces Command, Krepinevich's job is to think the unthinkable—and prepare a response in the event our worst nightmares become reality.

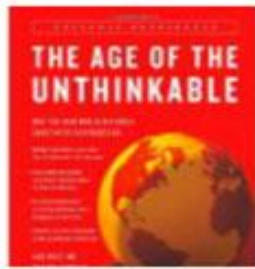


Rethinking the Principles of War

Anthony D. Mclvor // Naval Institute Press: 2005

This work features the fresh thinking of twenty-eight leading authors from a variety of military and national security disciplines. Following an introduction by Lt. Gen. James Dubik (Ret), then Commander I Corps, U.S. Army, and an opening essay titled "State of the Question" by Dr. Colin Gray, the anthology first considers the general question of "An American Way of War?" Sections on operational art, with writers addressing the issues in both conventional and small wars; stability and reconstruction; and intelligence complete the volume. Among the well-known contributors are Fred Kagan, Ralph Peters, Harlan Ullman, and Milan Vego. This collection of essays is the outcome of a seminar series sponsored

by the Office of Force Transformation and the U.S. Navy to examine the future of warfare and the underlying principles of war and to educate future military strategists and leaders on these principles.



The Age of the Unthinkable: Why the New World Disorder Constantly Surprises Us and What We Can Do About It

Joshua Cooper Ramo // Back Bat Books: 2010

In this revolutionary era of surprise and innovation, Joshua Cooper Ramo, a strategic adviser and former journalist, argues that America needs a new grand strategy that resembles an immune system in its flexibility and resilience. He presents a revolutionary new model for rectifying foreign policy mistakes in a discussion that ranges from the public service work of Hezbollah to the German painter Anselm Kiefer. Drawing upon history, economics, complexity theory, psychology, immunology, and the science of networks, he describes a new landscape of inherent unpredictability--and remarkable, wonderful possibility.



Modern Warfare, Intelligence, and Deterrence: The Technologies that are Transforming Them

Benjamin Sutherland// Wiley: 2012

The Panzerfaust 3, a German shoulder-fired heat-seeking anti-tank missile, can punch through a meter of solid steel. An Israeli precision bomb, the MPR-500, can hammer through several stories of a building and explode on a chosen floor. Russia's Sizzler, a maneuvering anti-ship missile, can fly 300km and then sprint at three times the speed of sound. Satellites can be blown up. Software can be scrambled with "cyber-missile" computer viruses. Data-mining computer programmers fed by unmanned spy planes can reveal terrorist or insurgent activity. Modern Warfare, Intelligence and Deterrence: The Technology That is Transforming Them explores emerging high tech military technologies such as these and places them in the larger context of today's politics, diplomacy, business, and social issues, arguing that, broadly speaking, defense technologies will continue to provide enormous advantages to advanced, Western armed forces. The five parts of this book—land and sea, air and space, the computer factor, intelligence and spy craft, and the road ahead—present a selection of the best and most revealing of The Economist's writing on how startling innovations are reshaping armed conflict and the quest for peace.